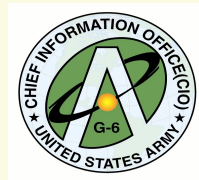


# ***Managing Human Capital for the ITM Workforce***

**Briefing for  
RCIO Conference  
Taylor Building, Arlington VA**

**26 February 2004**

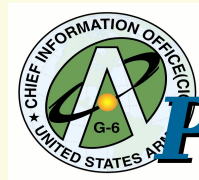
**Jackie Rustigian (GS-15)  
Director  
Human Capital Management  
Enterprise Integration  
Army CIO/G-6**



# ***Top Army IT Human Capital Issues and Initiatives***



- **President's Management Agenda**
- **Army Senior Leadership Focus Areas**
- **National Security Personnel System (NSPS)**
- **Senior Army Workforce (SAW)**
- **Building a Robust ITM Workforce (2210 Series)**
- **AKM Goal 5 - Human Capital**
- **Army Knowledge Leaders (DA Interns)**
- **CP-34 ACTEDS Training**
- **e-Learning and AKM Training Modules**
- **Military/Civilian Liaison**



# ***President's Management Agenda***

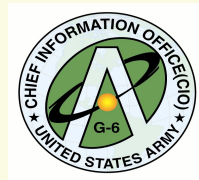
## ***Five Initiatives***

1. Strategic Management of Human Capital
2. Competitive Sourcing
3. Improved Financial Performance
4. Expanded Electronic Government
5. Budget and Performance Integration

## ***Three Principles***

1. Citizen-centered (not bureaucracy-centered)
2. Results-oriented
3. Market-based (innovation via competition)

***To reform government  
we must rethink government***

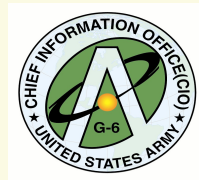


# Army Senior Leadership Focus Areas

*Winning the Global War on Terrorism  
Increasing relevance & readiness of the Army*

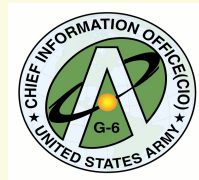


- **The Soldier:** Develop flexible, adaptive and competent Soldiers with a Warrior Ethos. See Army Posture Statement: [www.army.mil/aps/04/](http://www.army.mil/aps/04/)
- **The Bench:** Prepare future generations of senior leaders. Identify and prepare select Army leaders for key positions within joint, interagency, multinational and Service orgs.
- **Combat Trng Ctrs/Battle Command Trng Prog:** Focus training at CTC and BCTP to meet requirements of current security context and Joint and Expeditionary team.
- **Leader Development and Education:** Train and educate Army members of the Joint Team.
- **Army Aviation:** Conduct a holistic review of Army Aviation and its role on the Joint battlefield.
- **Current to Future Force:** Accelerate fielding of select Future Force capabilities to enhance effectiveness of Current Force. Army Transformation is constant change.



# ***Army Senior Leadership Focus Areas***

- ▶ **Modularity:** Create modular, capabilities-based unit designs.
- ▶ **Joint & Expeditionary Mindset:** Retain our campaign qualities while developing a Joint and Expeditionary mindset.
  - **Active Component/Reserve Component Balance:** Redesign the force, optimize the AC/RC mix across the defense strategy.
  - **Force Stabilization:** Ensure unit stability and continuity and provide predictability to Soldiers and their families.
  - **Actionable Intelligence:** Provide situational understanding to Commanders and Soldiers with the speed, accuracy and confidence to impact current and future operations.
  - **Installations as Flagships:** Enhance Installation ability to project power and support families.
  - **Authorities, Responsibilities & Accountability:** Clarify roles and enable agile decision-making.



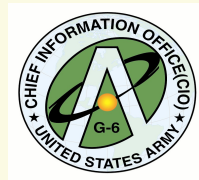
# ***National Security Personnel System (NSPS)***



**Purpose:** New DoD HR Management system signed by President Bush on November 24, 2003. New rules on how civilians are hired, assigned, compensated, promoted and disciplined. Helps DoD attract, retain, reward, and grow a civilian workforce to meet the national security demands of the 21st Century.

## **Design:**

- Flexible and contemporary HR system.
- Fair, credible and transparent system, linking performance management to agency strategic plan.
- Supports framework of merit principles, veterans' preference, and employees' rights to bargain.
- Modern staffing, classification, pay administration, performance management, labor



# ***National Security Personnel System (NSPS)***

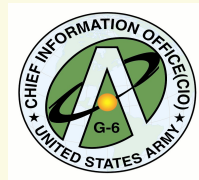


## **Implementation Features:**

- ▮ May include up to 300,000 employees at first
- ▮ Excludes 6 Army labs (+3 Navy/1 AF) until Oct 2008  
(ARL, Aviation/Missile, CECOM, Eng R&D, Med R&MC, Soldier/BioChem)
- ▮ Voluntary Early Retirement & Separation Incentive Pay (\$25K for up to 25K people/yr)
- ▮ Eliminates pay offset for reemployment
- ▮ Attracts highly qualified experts (2,500 external experts up to 5 yrs; up to \$50K additional pay)

## **Authorization:**

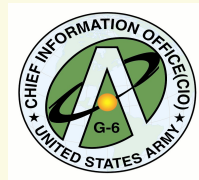
- ▮ Sec 9902 of Title 5 US Code, enacted by Sec 110 of NDAA for FY 2004 (PL 108-136, Nov 24, 2003)
- ▮ Web site: [\*\*www.cpms.osd.mil.nsps\*\*](http://www.cpms.osd.mil.nsps)



# **Senior Army Workforce (SAW)**

- ▶ **Centrally managed** like Military and Foreign Service to ensure high performing leaders. Assignment, promotion and training boards.
- ▶ **GS 12-15** leaders, supervisors, managers. Start with GS-15 in FY 2005. Total 17,000 by FY 2009.
- ▶ Mgmt Development Group (**MDG**) will prepare SAW feeder group. Competitive process.
- ▶ Develop **broad-based, multi-functional** civilian leaders to support the Soldier, Army & Nation.
- ▶ **Competency-based system** to promote, assess, develop, select & assign individuals to positions.
- ▶ Required **mobility agreements** for functional, organizational, geographic mobility. **Continued service agreements.**





# CIO/Leader Competencies



## CIO Core Competencies

[www.cio.gov](http://www.cio.gov)

### **Leadership**

- Policy and Organizational
- Leadership/Managerial
- Process/Change Management

### **Business**

- Information Resources Strategy and Planning
- Performance Assessment
- Project/Program Management
- Capital Planning/Investment Assessment
- Acquisition
- e-Government/e-Business/e-Commerce

### **Technology**

- IT Security/Information Assurance
- Information Technology
- Desktop Technology Tools

## OPM Executive Core Qualifications

[www.opm.gov](http://www.opm.gov)

### **Leading Change**

Creativity and Innovation. Continual Learning. External Awareness. Flexibility .Resilience. Service Motivation. Strategic Thinking. Vision

### **Leading People**

Conflict Management. Cultural Awareness .Integrity/Honesty. Team Building

### **Results Driven**

Accountability/Customer Service. Decisiveness. Problem Solving. Technical Credibility. Entrepreneurship

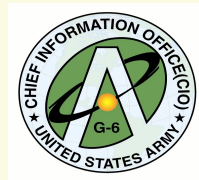
### **Business Acumen**

Financial Management. Technology Management. Human Resources

### **Building**

### **Coalitions/Communication**

Influencing/Negotiating. Interpersonal Skills. Partnering. Political Savvy. Oral/Written Communication



# ***ITM Core Competencies***

## **Leader**

- Leading Change
- Business Acumen
- Leading People
- Building Coalitions/Communication
- Results Driven

## **Technology**

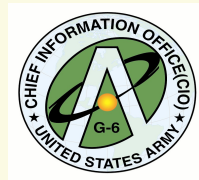
- Infrastructure (Networks, Telecom, Disaster Recovery, COOP)
- Enterprise Architecture
- Internet & Multimedia Technologies
- Information Assurance/Security
- IT Systems (Design & Development)
- Software Engineering

## **Business**

- Acquisition (Contracting/Procurement)
- Business Process Reengineering
- Capital Planning (Financial Mgmt & IRM)
- Knowledge Management
- Program/Project Mgmt (Quality Assurance & Risk Mgmt)
- Strategic Planning & Policy (Emerging Technologies)

## **Aspects**

*Config/Capacity Mgmt*  
*Data Management*  
*Requirements Analysis*  
*Standards*  
*Test & Evaluation*  
*Life Cycle Mgmt*



# ***Civilian ITM Workforce***

## ***Total = 10,517 (Jan 2004)***



<b><u>Core Series</u></b>		<b><u>Total</u></b>	<b><u>GS-5-12</u></b>	<b><u>GS-13-15</u></b>
2210	IT Mgmt	7,065	5,663	1,402
391	Telecom	822	624	198
301I	IM	750	344	406
<b>SUB-TOTAL</b>		<b>8,637</b>	<b>6,631</b>	<b>2,006</b>

<b><u>Specialty Series</u></b>		<b><u>Total</u></b>	<b><u>GS-5-12</u></b>	<b><u>GS-13-15</u></b>
1000s	Visual Info	895	830	65
1082-3/1654	Pub/Prt	510	474	36
1410	Library Mgmt	300	270	30
343	Records Mgmt	175	133	42
<b>SUB-TOTAL</b>		<b>1,880</b>	<b>1,707</b>	<b>173</b>

<b>GRAND TOTAL</b>		<b>10,517</b>	<b>8,338</b>	<b>2,179</b>
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# ***GS-2210 Series Parenthetical Titles***



- Applications Software
- Customer Support
- Data Management
- Systems Administration
- Network Services\*
- Operating Systems
- Policy and Planning\*
- Security - *OPM Direct Hire Authority*
- Internet
- Systems Analysis\*

***\*NEW: IT Project Manager Positions (GS-2210)***



# ***OPM Direct Hire Authority (2210 Series/Security)***



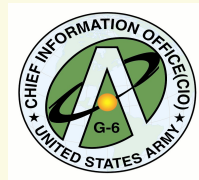
**Scope:** Jun 2003 OPM granted government-wide direct-hire authority:

- **GS-2210 ITM Specialists (Security)**
- **GS-9 and above**
- **Supports Government Information Security Reform Act & Federal Information Security Management Act**

**Rationale:** Where critical hiring need/shortage of candidates for particular occupations exist.

**Appointment:** Competitive service career, career-conditional, term, temporary/overseas limited appointments as appropriate.





# ***IT Project Manager Positions (2210 Series)***



## **New Position Title for 2210s (up to GS-15)**

- **Special salary rate applies up to grade 12**
- **Other positions with PM function expected in administrative, professional or scientific areas**

## **General Competencies**

- **Customer service, Decision making, Flexibility, Interpersonal, Leadership, Legal, Oral/Writing, Organization awareness, Problem solving, Reasoning, Team building**

## **PM Competencies**

- **BPR, Capital planning/ investment, Contracting/procurement, Cost-benefit analysis, Financial mgmt, Planning/ evaluating, PM, Quality assurance, Requirements analysis, Risk mgmt**



# ***IT Project Manager Competencies***



- **Configuration Management**
- **Data Management**
- **Information Management**
- **Information Resources Strategy & Planning**
- **IS/Network Security**
- **IT Architecture**
- **IT Performance Assessment**
- **Infrastructure Design**
- **Systems Integration**
- **Systems Life Cycle**
- **Technology Awareness**



# **Goal 5: Harness Human Capital for the Knowledge**

## **1: Skills for New Work**

**Build flexible skills for new ways of working**

## **2: Career Strategies**

**Model Information Age career strategies**

## **3: Transformation**

**Build transformational training programs**

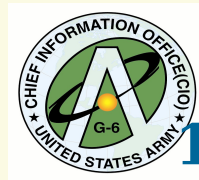
## **4: Recruit and Retain**

**Recruit, train and retain quality workers**

## **5: Leveraging IT**

**Leverage IT for user-centric products & services**



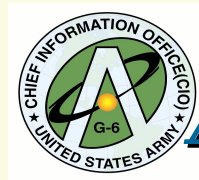


1. Build **Business and Leadership skills** for managing **Technology**.
2. Develop CIO/KM professionals with integrated **cross-functional** competencies.
3. Position military and civilian leaders to embrace **KM/AKM** as a strategic tool.
4. Create **leadership development** experiences for emerging ITM leaders.
5. Employ **Distance Learning** technologies to extend educational reach.



## **Goal 5: Where We're Going**

- 1. Promote *AKM literacy* and enable AKM practices across Army.**
- 2. Build *IT Project Management* competencies.**
- 3. Promote training outreach through *functional communities*.**
- 4. Expand *AKLeaders* model to CP-34 interns.**
- 5. *Institutionalize AKM* in Army schoolhouses.**



# ***Army Knowledge Leaders Program***

## **Purpose:**

- ▶ Revitalize Army workforce with modern ITM corps

## **Features:**

- ▶ Two-year premier leader development
- ▶ Rotations across major Army organizations
- ▶ Outstanding Scholars, GS-07 lead GS-12

## **Call for Participation:**

- ▶ ***Call for 4 month rotations at Army Centers of Learning (trainee expenses paid)***
- ▶ Work experience focused on project mgmt and leadership/mgmt/technology skills
- ▶ Challenging assignments that impact critical national and international affairs



# ***Training Opportunities ITM Career Program-34***



## **University Programs**

ITM/CIO/KM/e-Bus/IA

## **CIO Education**

IRMC and CIO University

## **Computer-Based Trng**

1,500 courses via AKO

[https://www.atrrs.army.mil/  
channels/eLearning/smartforce/](https://www.atrrs.army.mil/channels/eLearning/smartforce/)

## **Outreach Training**

CIO/KM/PM at field sites

## **Leadership Training**

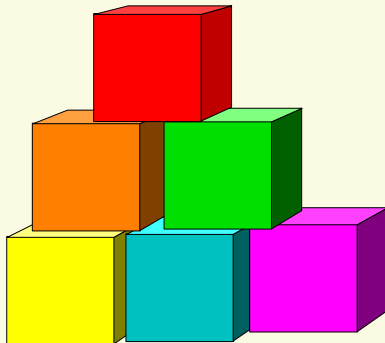
Federal training seminars

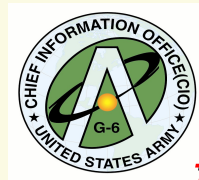
## **Leader Development**

AMSC, AWC, long-term training

## **Development Assignment**

CIO-related work experience





# ***Education and Training***

## **University Programs** (GS-09-15)

- ITM/CIO/Knowledge Management
- Mgmt of Technology/Techno-MBA/e-Business
- Information Assurance/Biometrics/Computer Forensics
- Online university courses

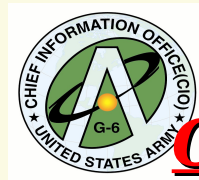
## **CIO Education** (GS-12-15)

- IRM College CIO Certificate Program
- IRM College Advanced Management Program (AMP)

## **Computer-Based Training**

- 1,500 *Smartforce* courses funded by CIO/G-6 and available to *all* Army civilians and AC/RC/ARNG via **AKO** at:

<https://www.atrrs.army.mil/channels/eLearning/smartforce/>



# **Outreach to Functional Communities**

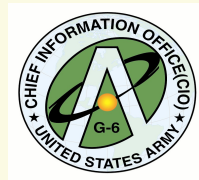
- KM/AKM Foundations
- IT Project Management
- Building High Performance IT Teams
- Customer Service
- DOIM Conf/AK Symp - 30 Aug - 3 Sep 2004 (Ft Lauderdale)

## **OPM Management Seminars** (GS-11-15)

- One-week single concept programs (Denver and WV)
  - *Customer-Focused Organizations*
  - *Expanded Electronic Government*
  - *Managing Project Teams*
  - *Management of Information Technology*
- Two-week *Leadership Potential Seminar* (Denver and WV)

## **STAR-Strategic & Tactical Advocates for Results** (GS-13-15)

- Immersion Training in Program and Project



# ***Leader Development***

## ***AMSC/SBLM*** (GS-11-14) - Centralized application

- 12 week residential at Ft Belvoir (Jan-Apr/May-Aug/Sep-Dec)
- One year non-residential program (Aug start)

## ***Senior Service College*** (GS-13-15) - Centralized application

- Army War College, National War College, ICAF

## ***DLAMP*** (GS-13-15) - Centralized application

- Multi-year DoD wide leader development

## ***Executive Leadership Program*** (GS-11-12)

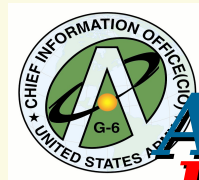
- One year development, 30 & 45 day rotations (Aug start)

## ***Developmental Assignments*** (GS-11-14)

- Army CIO experience with CIO/RCIO activities (flexible)

## ***Training With Industry*** (GS-13-15)

- Professional work experience at top-tier IT industries



# ***ACTEDS Training Administration***

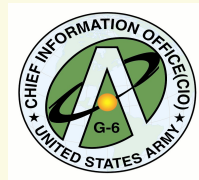
## ***RASS: Resource Allocation Selection System***

- ▶ Centralized online system to manage CPD funds
- ▶ ACTEDS applications sent thru CPM to CP-34
- ▶ Once approved, trainee prepares electronic trng/travel documents & sends online thru approval chain: Supervisor, CPM, CP-34, G-1 budget shop
- ▶ Forms: DD1556 (Training), DD1610 (Travel), SF1164 (Local Travel)

## ***ACTEDS Application Deadlines to CP-34:***

- ▶ 4<sup>th</sup> QTR - 19 April 2004





# ***Career Program Information***

***ITMCareers:*** Under reconstruction. Will reside on AKO and link to RASS

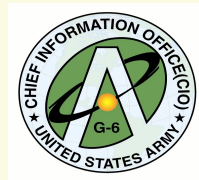
***Career Program Managers:*** We email program announcements to MACOM CPMs

***RCIO/DOIMs:*** We email announcements to CONUS/OCONUS/Functionals for RCIO/DOIMs

***Your Contact Information:*** Always identify yourself by Name, Series/Grade, Organization, Location, Comm/DSN Phone & FAX, and CPM

***AKO Address:*** Use *only* AKO address in corresponding to ITM CP-34

***Email vice Phone:*** Please email due to heavy volume of queries; we will phoneback if



# ***e-Learning and AKM Training***

## **Army e-Learning Program:**

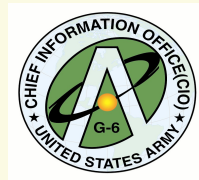
- HQDA Ltr 350-04-1 (Hudson) of 8 Jan 2004
- Army CBT is primary method of IT training

## **AKM Training:**

- 530 in 20 AKM classes since Jan 2002
- MACOMS, RCIO/DOIMS, MED/LOG/PER
- 4-day foundations, 2-day short course, 1-day basics, 3 half-day executive sessions, 2-day action planning, 1 hour overview

## **Next Generation:**

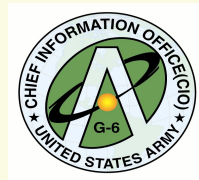
- Half-day, 1-2 day modules inserted into Army School Curricula (AMSC, AWC, Signal School)
- Train-the-Trainer for Faculty



# ***Military-Civilian Liaison***



- **Institutionalize KM/AKM at MOS-producing schools and Senior Level Schools**
- **Support Signal Regiment force redesign efforts**
- **Partner with Signal Center and G-1 to enhance Signal Regiment training & career development**
- **Advocate Distance Learning technologies to extend the reach of Intermediate-Level Education (ILE)**
- **Position military and civilian leaders to embrace KM/AKM as a Transformation tool**



# ***Human Capital Management***

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